

# Measuring Stability: Multi-Agency and Multi-Sectoral Metrics for the Haiti Stabilization Initiative



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# HSI – Pilot project with pilot metrics



- **DOD: Section 1207 is an experiment in prevention**
- **State: HSI is a first try at civilian-led stabilization**
- **Haiti: HSI is an experiment in converting “hot spots” to oil spots**
- **Desired End State: Cite Soleil is fixed so others (GOH, NGOs) can work normally**



# Integrated Approach to Recovery – Direct Efforts



- **Community Building**
  - Local leaders, projects, labor equals local influence: \$6.45M
- **Security – Strengthening**
  - Community Oriented Policing, Stations, Equipment: \$5M
- **Judicial Strengthening and Outreach**
  - Tribunal, Training, Legal Aid, Victims Assistance: \$550K
- **Infrastructure, training and jobs**
  - Strategic roads, vo-tech, economic opportunity: \$6.45M
- **Strategic Communications**
  - Explain what, why and how to participate: \$150K



# Integrated Approach to Recovery – Indirect Efforts – *the hard part*



## ■ Donor and Government Coordination

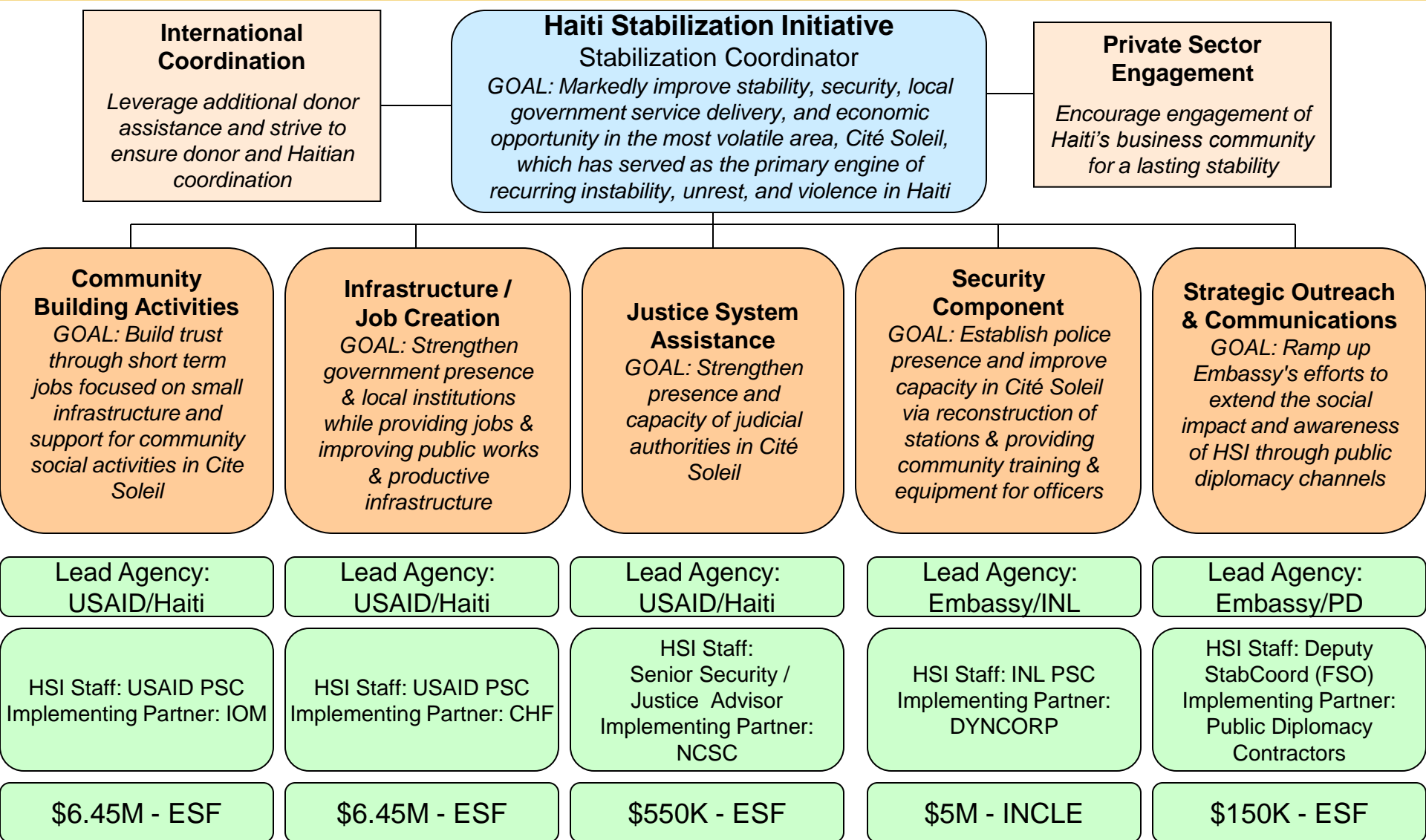
- Goal: Expand and amplify impact of USG spending
- MINUSTAH, NGOs, World Bank, Inter-American Development Bank
- Government of Haiti: Ministry for Planning, Public Works, Education, Health, Prime Minister's Office

## ■ Encourage Private Sector Involvement

- Goal: expand impact of USG funding, help long term
- Foundations – assist local efforts to do good
- Employers – what is needed to expand jobs?
- Financing – microfinance loans, insurance, savings, payroll services



# Haiti Stabilization Initiative: Strategic Goal and Individual Components





# M&E for the Haiti Stabilization Initiative



- **This M&E project ran over three phases:**
  - Phase 1: Baseline Assessment - completed 31 March 2008, representing previous six months of data
  - Phase 2: Second Assessment - completed 31 October 2008 including data 1 April 2008 to 30 September 2008
  - Phase 3: Third Assessment – completed 30 June 2010 including data from 1 October 2008 to 1 June 2010
  
- **Due to the impact of Earthquake, the Phase 3 analysis includes:**
  - A sector trend evaluation from 2008 to 2010 illustrating “progress”
  - A new baseline assessment representing post-earthquake conditions
  
- **Data collection, fielding and analysis is provided by:**
  - Social Sciences (S2) Group, Logos Technologies
  - Interuniversity for Research and Development (INURED)



# M&E for the Haiti Stabilization Initiative



- HSI's goal was to markedly improve security, local government capacity, and economic opportunity in Cité Soleil
- The M&E program was **outcomes** and **impact-based**, cross-sector and measured progress toward stability (vs. development) based on a hierarchical, 'nested' set of Goals/Indicators/Measures across 5 sectors
- We were methodologically driven - were looking at correlations from data from 4 or more quantitative and qualitative sources





# M&E for the Haiti Stabilization Initiative

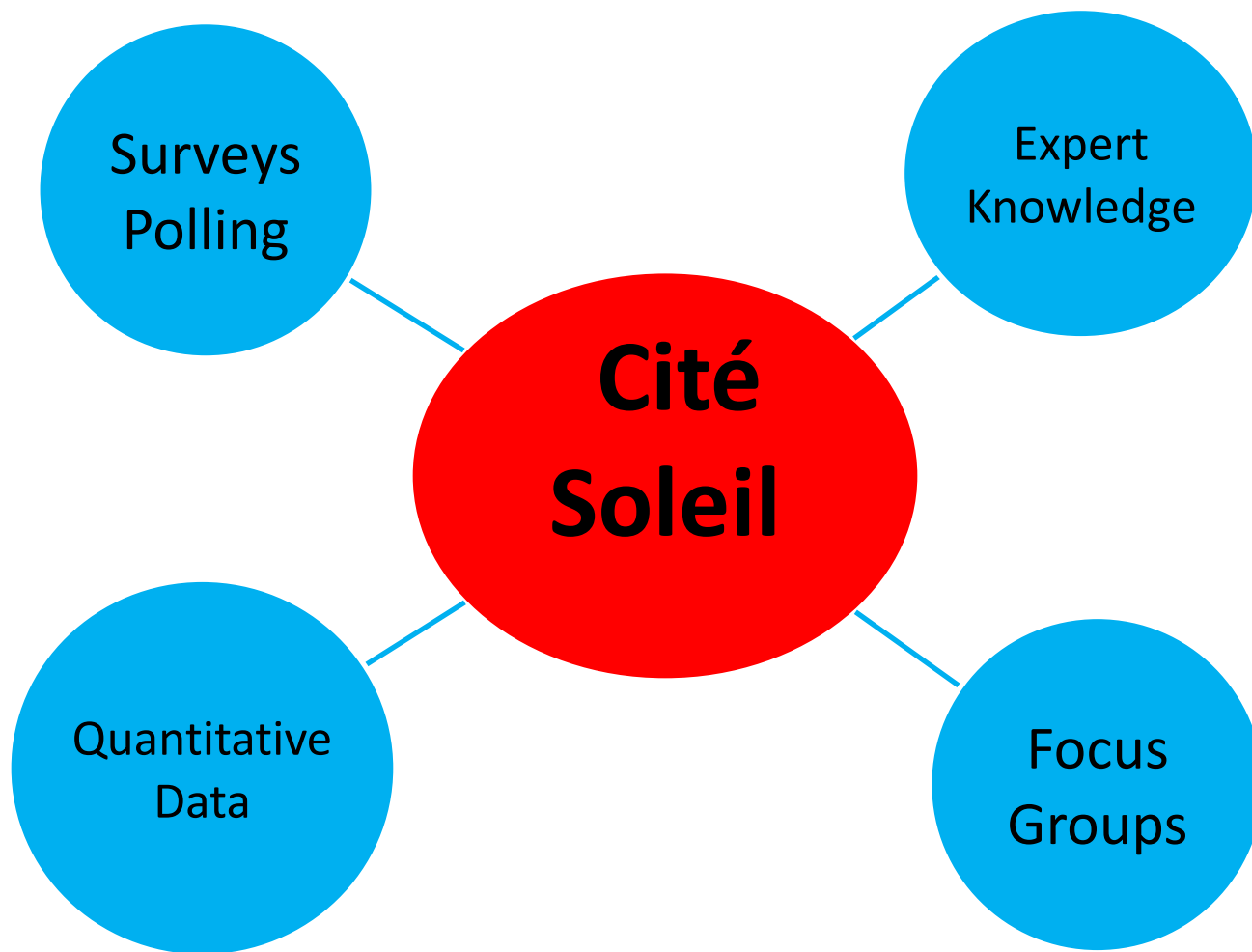


- **Multiple data sources**
  - Triangulation and verification
- **Perception-based and non-perception-based collection methodologies**
  - Focus Groups
  - Surveys
  - Expert Elicitation sessions – controlled events to seek “central tendency” among community leaders, academics
  - Quantitative Data – Statistical Regression of Crime Reports, SIGACTS, Incident Reports, Court Reports
  - Imagery and social/physical change detection
  - Media Analysis



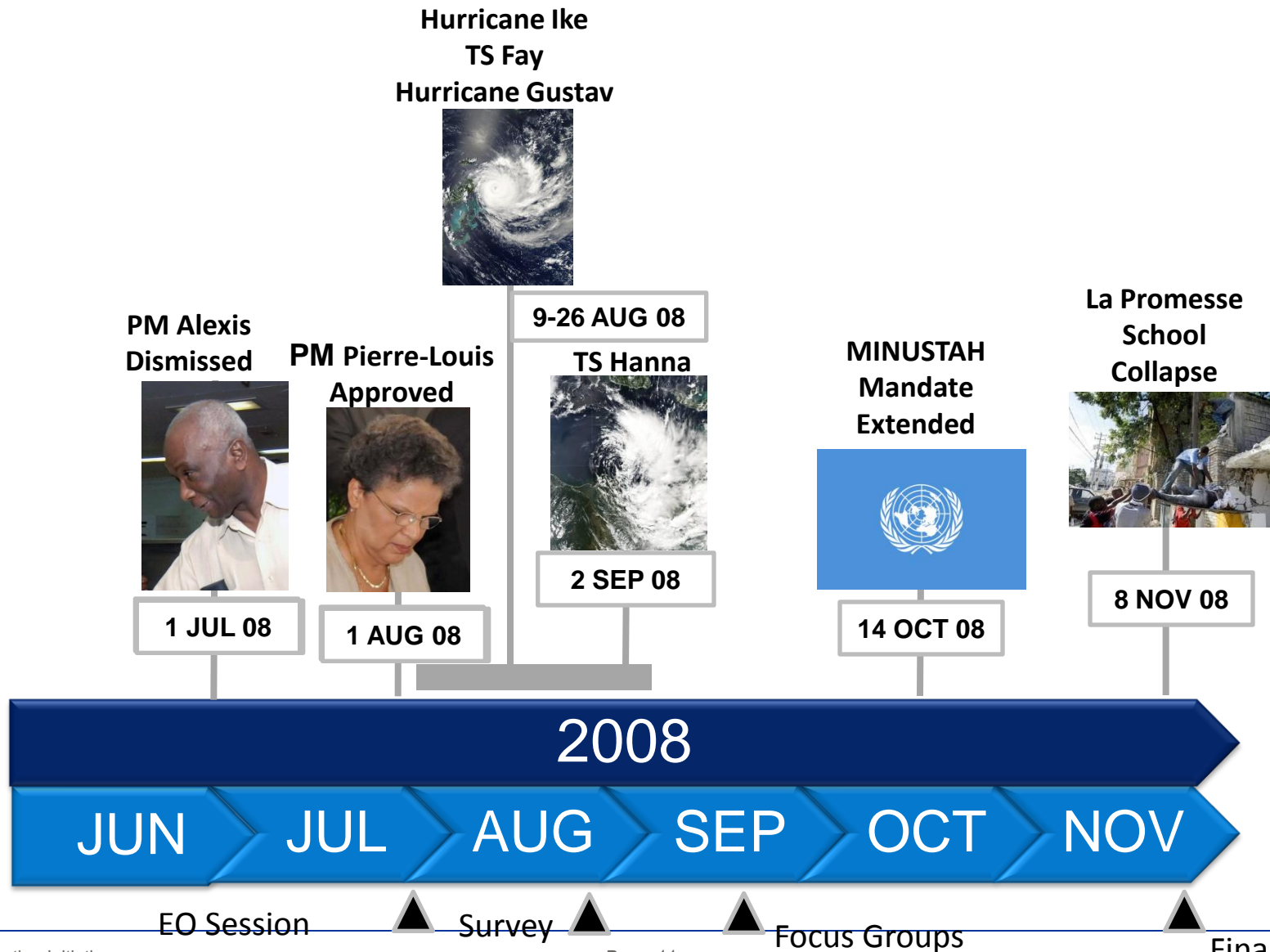


# Data Collection





# Of course... External Factors





# Lessons Learned

- There is varied interagency understanding of terms such as “peace”, “conflict” and “stabilization” and this affects your M&E program
- Consider “theories of change: if “a” and “b” occur this will eventually lead to stability,
  - But... how do you know?
  - For example, how do we determine when the conflict drivers have been reduced *enough* to signal stabilization?
  - How do we determine when institutional capacity has increased enough to signal stabilization?
  - M&E programs should set observable thresholds of progress and/or success
- Data - In the case of HSI, we chose to “triangulate” data findings from each methodology, as opposed to “aggregating” mismatched qualitative and quantitative data to form a mosaic
- Correlation vs. causality...



# Recommendations



- Complex vs. complicated – keep your M&E program simple, flexible
- In a multi-agency multi-sectoral program, not all care equally about the same things, or at the same time
  - Develop Standards & Common Lexicon
  - Use the Discipline of Metrics
  - Measure Outcomes and Impacts, not just Outputs and Performance
- Outputs to outcomes analysis and justification needed at the outset
- Consider theories of change/hypothesis testing as key to M&E programs



# Recommendations



- Keep the M&E Participatory/Community Centered
  - Expert Elicitation Sessions
  - Local Hires/Experts
- Evidence is key, but so is Visualization
- Apply rigorous techniques – regression, imagery, expert sessions, social network analysis
- Consider outside M&E experts to avoid accusations of “cherry picking” the indicators
- Monitor and Evaluate Internal and External Impact





# Questions?







# Cite Soleil Scenes







# Cite Soleil Scenes – Police Station







# Cite Soleil Scenes – Community Road



IOM • OIM





# Cite Soleil Scenes – Street Living







# Cite Soleil Scenes – Projects



New  
High  
School



New  
Road



**Cite Soleil in Context**

Approx  
1 mile



US Embassy  
USAID



**Courtesy of the Haiti Stabilization Initiative**

**Montana Hotel**

Image © 2007 DigitalGlobe

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Pointer 18°33'31.22" N 72°18'52.97" W

Streaming ||||| 100%

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# CITE SOLEIL COMMUNITY BUILDING

